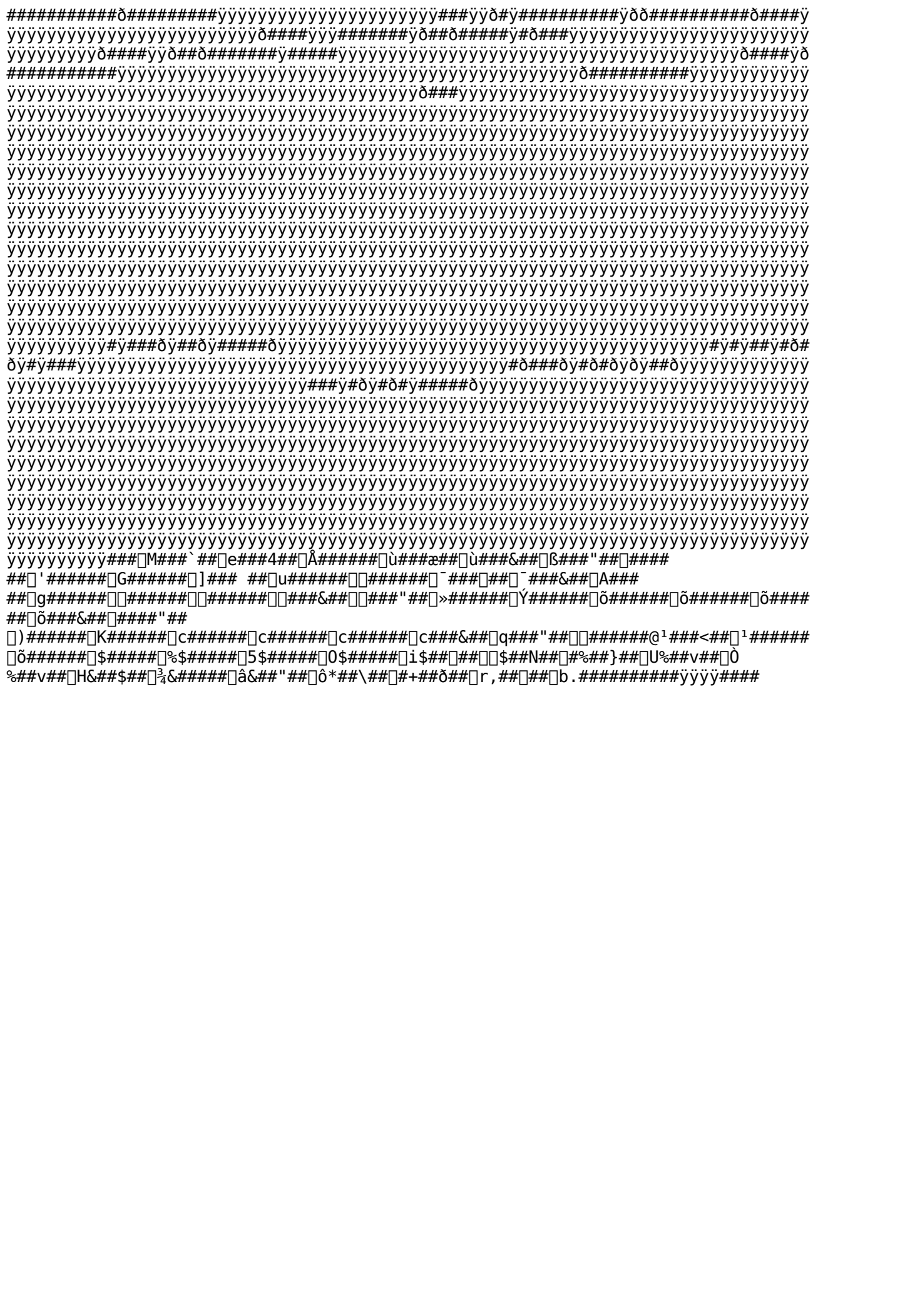

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0#############T#l###K#########d#########¥### A  Presentation to the Deputy
Secretary of DefensebyThe Assistant Secretary of Defense for Command, Control,
Communications and Intelligence (C3I) July 1995 #
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###ÿÿ#####ÿ□#ÿÿd#########d#########'###Good morning/afternoon Mr. Secretary.The purpose of this briefing is to provide you with an overview of the Corporate Information Management (CIM) which is one of the Department's key programs for reinventing its products and services for the warfighter.This briefing discusses how and why CIM was created; its major elements, its key program events and its accomplishments. It ends with a short discussion of the changing mindset and management issues and challenges that must be dealt with in order to make this program an even larger success. #

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#ÿÿ####ÿÿ####Uÿu#ÿÿd#########Z#########¹###130 reengineering projects
recommending 1300 improvements  with forecast of $12 B to date.Marine Corps
Combat Developments: Provided military leaders improved ability to generate,
field, and sustain combat-ready Marine Air-Ground Task Forces  Defense
Investigative Service: Dramatic decrease in time to process security clearances
Medical Logistics: Order-ship time  in hours  rather than weeks with
significantly reduced  inventory maintenance  requirementsManagement of
Consumables: Reduced cycle time for small purchases from 100 days to 4 days
Frequency Management: Reduced frequency assignment time from 3-6 months to three
weeksTelemedicine:  Easier, more rapid access to full range of health care
services at reduced costDoD Megacenters Program consolidating fifty-nine (59)
data centers into 16 Megacenters.247 Migration Systems/Applications selected
from 1849 legacy systemsData Standards goal of 9000 by Sep 1995, 4300 achieved
to date..
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ÿÿÿ####ÿÿ####Uÿl#ÿÿK#########d#########²###CIM is Department-wide reengineering, data standardization, systems migration, and computing infrastructure improvement initiative.Examples of significant breakthroughs include:

###ÿÿ#####ÿ□#ÿÿd#########d#########Î###Mr. Secretary. Corporate Information Management (CIM) is a Department-wide reengineering, data standardization, systems migration and computing infrastructure initiative which began in 1989. It has achieved many dramatic breakthroughs, a few of which are listed on this slide. It is now an institutionalized part of our management process under your direction as chairman of the Enterprise Integration Board and involves all of the Principal Staff Assistants.

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Reduce non-value-added work and costs Improve the standardization, quality, and consistency of data from DoD□s multiple management information systems.DepSecDef Perry reaffirmed CIM and accelerated it in a Oct 1993 Memo Selection of migration systems within six months & transition within three years Complete Data Standardization within three years Continue business process re-engineering initiativesDepSecDef Deutch further strengthened the program in a series of actions in 1994-1995 Approved the CIM Strategic Plan in June, 1994 Created the Enterprise Integration Executive Board and Enterprise Integration   Management Council

###ÿÿ#####ÿ□#ÿÿd#########d#########,###By way of background, Deputy Secretary Atwood created the CIM program in 1989 to reduce non-value added work and costs while improving the standardization, quality and consistency of data emerging from DoD□s large base of information systems.Based on his experiences at General Motors, his priority was to make effective use of information systems in order to reduce the amount of resources being spent to build and maintain multiple, redundant systems and software for similar purposes.Secretary Perry when he was Deputy Secretary, reaffirmed CIM and accelerated its implementation in his October, 1993 memorandum to the Principal Staff Assistants and the Service Secretaries. Deputy Secretary Deutch has since created the management structure for CIM/EI through creation of the Executive Board structure.

##########ÿ#ÿÿd#########d#########$###CIM is an integrated approach to improving defense capabilities through innovative and effective use of information technology.The four pillars, resting on a foundation of Enterprise Integration, form the support structure for improving defense capabilities. CIM established its policy framework based on proven techniques and methods developed by Government, business and industry. These are business process improvement, benchmarking, data administration, information system migration and computer and communications infrastructure improvements. The concept rests on the premise that the warfighter and functional users of the information must actively participate in each step of the improvement process.The concept of end-to-end processes using common data and software objects running on open systems is our approach to accomplishing enterprise integration. We want to assure, through this approach, that the business rules and structures created will enforce and facilitate use of common systems for the Military Services, CINCs and agencies.

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##########ÿ#ÿÿd#########d##########?###Through CIM, DoD is implementing the Administration’s goals to reinvent and reengineer Government.   CIM is completely consistent with the National Performance Review (NPR) and, In fact, many of the business reengineering tools developed by DoD have been adopted by NPR and The Alliance for Reinventing Government.4

#+#########+#################+#########+####ÿ□###d########Z########2##□##□õmü□ K#ÿÿ####ÿÿ#####ÿ»#ÿÿd#########d#########ô###1. □Reinvent□ and reengineer DoD functional processes to achieve greater mission effectiveness at lower cost.2. Tie DoD together through the use of quality, shared data.3. Minimize duplication and enhance DoD□s information systems to embody reengineered processes.4. Implement a flexible, world-wide computer and communications infrastructure.5. Implement CIM/EI to achieve an integrated Defense Enterprise.6. Establish CIM/EI policies and management structure.

###ÿÿ#####ÿ□#ÿÿd#########d#########\###Deputy Secretary Deutch established these six strategic goals for CIM in June, 1994. These goals have been evolving since 1989 when Deputy Secretary Atwood initiated CIM. Deputy Secretary Perry accelerated the program in October, 1993. These goals are the capstone of DoD□s efforts to support the President□s reinventing Government initiatives.

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□#ÿÿ####ÿÿ####Uÿl#ÿÿK#########d#########G###1989-1990:     Defense Management
Reviews conductedOct 1989:          Corporate Information Management (CIM)
initiated Sep 1990:     Executive Level Group (ELG) Report issued Oct 1992:
      Information Management Policy (8000.1) publishedOct 1993:        DepSecDef
Perry Memo on the Acceleration of CIMJan 1994:       DoD Enterprise Model
developedApr 1994:      Enterprise Integration (EI) Board created to accelerate
             implementation Jun 1994:     Strategic Plan approved by DepSecDef
Mar 1995:         EI/CIM performance criteria starter set created
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###ÿÿ#####ÿ#ÿÿd#########d#########B###This slide shows the key events that have evolved CIM since its establishment in October, 1989. An Executive Level Group of Business and Government leaders under David Hill, the former Information Management Executive at General Motors, reviewed the DoD baseline and suggested improvements. Their report, in September, 1990, led to the formal establishment of CIM and later that year, as a result of the Defense Management Reviews, the Congress established the CIM Central Fund to implement the recommendations.In April, 1994 Deputy Secretary Deutch created the Enterprise Integration Board to oversee the accelerate implementation of reengineering, data management and migration of systems. Also in 1994, we published the Enterprise Model and the CIM Strategic goals. The Enterprise Model provides a high level framework for senior departmental executives to understand how their processes interrelate. In March, 1995, Performance criteria were created and coordinated within OSD, and the first performance review of activity under those criteria was conducted in July, 1995.

###ÿÿ#####ÿ□#ÿÿd#########d#############This slide shows the management structure for managing and facilitating CIM/EI in the Department and achieving executive commitment and support.The Deputy Secretary chairs the EI Executive Board composed of the PSA□s. The first meeting of the Board is currently being scheduled. The EI Corporate Management Council, co-chaired by the Deputy Undersecretary for Acquisition and Technology and the Assistant Secretary (C3I) is the working arm of the Board. It has been meeting quarterly to review CIM progress, establish priorities, and take corrective actions.The Corporate Functional Integration Board and the Data Administration Council are the day-to-day technical bodies that carry out the decisions of the EI Council, facilitate implementation of CIM, and recommend improvements.

##########ÿ□#ÿÿd#########d#########!###This slide shows CIM responsibilities for the Deputy Secretary, the ASD(C3I) and the Principal Staff Assistants . Those that are highlighted under Deputy Secretary of Defense are those that require your continued personal attention. Presidential Memorandum, dated October 1, 1993, required each agency head to designate a chief operating officer to direct ongoing reengineering of the agency's administrative processes.   Your predecessors have already signed the key documents, but we need you to be a regular participant in their implementation, especially in cross-functional areas.   Please note, that the ASD(C3I) wears two hats when it comes to business reengineering. In addition to being a Principal Staff Assistant, the ASD(C3I) is also responsible for formulating policy and providing technical support across the department. Lessons learned from industry, as well as other authoritative sources, indicate that proper assignment and execution of these program responsibilities is vital to success of Business Process Reengineering.
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###ÿÿ#####ÿ□#ÿÿd#########d#2#######□###Modeling & Simulation
Activity-Based Costing/Mgmt.     Functional Economic Analysis       Workflow
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###ÿÿ#####ÿl#ÿÿd#########d#2#######□###National Performance Review (NPR) Defense Performance Review (DPR) Government Performance Results Act (GPRA)Acquisition Reform

###ÿÿ#####ÿ□#ÿÿd#########d#########[###As part of the Business Process Reengineering pillar, the ASD(C3I) is working with the DoD Comptroller, the Defense Performance Review, and the quality management organizations of the military departments to integrate the various procedures, methodologies and programs for achieving breakthrough improvements across the entire Department.We have adopted a wide range of commercial tools and techniques to quickly collect and analyze processes and document needed changes. These modeling, simulation, workflow analysis, change management and other tools reduce time requirements for analysis; but the most important single factor in achieving breakthroughs, proven in and out of Government, is the personal commitment and attention of top management. People are reluctant to change how they work, unless they know that their bosses really want the change. s

##########ÿ□#ÿÿd#########d#########Æ###Over 130 projects already completedOver 1300 Improvement Opportunities identifiedOver $12 Billion in savings estimated on 35 plus projects that have   progressed through business case analysis

##########ÿ□#ÿÿd#########d#########p###The business process improvement program has achieved remarkable success. Over 130 projects have now been completed across the Department and 36 are now underway. The pie chart on the left shows the numbers of project by each program area.On the right is a breakout of the over 1300 improvement opportunities that have been identified in the completed projects. We have grouped these projects according to major categories.35 projects have now progressed to business case analyses. They have identified $12Billion in estimated savings for $1.7Billion in estimated investment, a nearly 10 to 1 return on investment.

###ÿÿ#####ÿ□#ÿÿd#########d#########T###DoD□s Department-wide BPR support is shown on this slide. A wide range of methods, tools, techniques and expertise is available Department-wide for facilitating successful business process reengineering efforts. Over 200 tools are in the loaner library.The majority of our support capabilities have come from business and industry practices that have proven successful. Our toolsets are, for the most part, commercial offerings that are commonly used.Finally, we have developed a World Wide Web page on the Internet for access to the latest information and materials that become available.

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#####3##□##æövþJ#×#ÿÿ####ÿÿ#####ÿl#ÿÿd#########d#########□### Desktop BPR Tool
CD-ROM Electronic University   on the World-wide Web Extensive Loaner
Toolset Toll Free Help Lines

#□þL#ÿÿ####ÿÿ#####ÿ□#ÿÿd#########d#########9###□DoD is setting the standard for world class BPR support□#

###ÿÿ#####ÿ□#ÿÿd#########d#########□###Supporting the Business Process Reengineering effort in the Department is an extensive, integrated toolset I want to highlight our newest addition to the toolset, TurboBPR. This is a desktop tool that collects information on current business processes, management goals, objectives and strategies and the costs of doing business. Performance measures can be applied and a business plan (we call it a business case) developed for implementing and managing change.We consider this a major breakthrough with national implications on the conduct of business process reengineering. We have been working with the National Academy of Public Administration, the National Performance Review, the Alliance for Reinventing Government and the Council on Excellence in Government in developing a common approach in BPR based on the world wide web and availability of tools, such as TurboBPR, that can be used on the desktop.

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##########ÿ□#ÿÿd#########d##########ì###The quality of management information and the ability to get consistent and reliable data across our many management information systems is central to effective management of the Department□s business functions and is even more critical to command and control of our warfighting capabilities. Since 1991, we have made progress, but we still have much to do. Functional involvement and cross-organizational participation in data standardization, data sharing and repeated use of common data are essential. This pillar provides the essential policy and management mechanisms to achieve this objective. Functional leadership is a critical success factor. Starting in 1992, both Functional Data Administrators (FDAds) and Component Data Administrators (CDAs) have been executing effectively their role in planning, managing, and regulating all data in support of their respective functional area and addressing cross-functional issues. The Defense Data Repository System (DDRS) and over 4300 data standards are available for their use. Data administration training has been provided to over 1,000 people to ensure the functionals are knowledgeable of standardization concepts and procedures in order to maximize data standardization efforts within the DoD.

###2##□##Gõ□û*#s#ÿÿ####ÿÿ#####ÿl#ÿÿd#########Z#########¡###November 12, 1993 ASD(C3I) Memo provided migration systems selection criteria and highlighted availability of DISA assistance1849 Legacy Systems/Applications identified Economic Analyses and implementation of migration systems and elimination of legacy systems is underway247 migration systems selectedDecember, 1994 Report to Congress on Migration SystemsJuly 1995 - EICMC first review of migration performance#

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1664     1105     1047     963      872
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-------------------FY91    FY92    FY93    FY94   FY95   FY96    FY97    FY98
FY99   FY00#
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###ÿÿ#####ÿ#ÿÿd#########Z#############In October 1993, Dr. Perry, when he was the DepSecDef, established an ambitious course of action to accelerate the selection and implementation of migration systems, along with data standardization and business process re-engineering. As Dr. Perry stated, The acceleration of these actions is key to containing the functional costs of performing the Department mission within our constrained budget. The memorandum made each Principal Staff Assistant (PSA) responsible for the selection and implementation of migration systems within their functional area. Dr. Perry asked that the ASD(C3I) work with each of the PSAs to assist them in their efforts to integrate and improve systems, data and processes across the Department.The October 1993 memorandum also made the ASD(C3I) responsible for developing general evaluation criteria for the selection of migration systems. I published these criteria in November 1993. The criteria for selection of migration systems revolves around a balance of functional, technical, programmatic (cost) and data considerations. Each PSA is responsible for the functional requirements and data within their functional area and for funding their migration efforts. Key to this effort - each PSA must prepare a functional economic analysis (FEA) to make a business case for migrating to standard systems. DISA was made available to provide detailed hands-on assistance to each functional area. DISA has been working closely with each area and provides the ASD(C3I) with technical assessment of the migration selections.#

##########ÿ□#ÿÿd#########d#########Ó###The Defense Information Infrastructure (DII) is that portion of the National Information Infrastructure that meets the global needs of the warfighter.   It will provide vital information to the warfighter so that our forces will have the edge needed to win in battle or crisis. The DII will provide an integrated, flexible, sustained, world-wide information environment for the warfighter in times of peace, crisis, conflict, humanitarian support and war.   The DII must respond quickly to new joint, coalition, and organizational relationships created on demand in any location world-wide.   Key information systems capabilities needed to respond to the deployed warfighter include split base/reach back, same "look and feel," and tailored c2 information. THE DII INCLUDES: - Physical facilities used to collect, distribute, store, process, and display voice, data, and imagery;   - Engineering practices (tools, methods, and processes) to build and maintain the software;   - Network standards and protocols that facilitate interconnection and systems and that provide security   for the information carried; and,   - People and assets which provide the integrated design, management and operations of the DII. #

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######`###DII master plan -- version 2 completed describing all DII Initiatives
DISN  -- DoD long haul information transfer network composed of various
service/agency long-haul communications networks in a composite networkDMS  -
the single e-mail system for the department -- contract awarded Restructured POM
reporting  (Tab G) to align to components of DII
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###############ÿ□#ÿÿd#########d#########C###DoD is committed to transitioning from stovepipe, standalone information systems to a common, shared Defense Information Infrastructure (DII). In this effort, we have achieved several major accomplishments but have concerns about achieving the goals and objectives established for the DII . The DII Master plan defines the DII, including its elements, roles and responsibilities, and implementation strategies. It focuses on achieving early success through rapid prototyping, commercial-off-the-shelf(COTS) evaluation, and operational demonstrations to reduce program risks.The Defense Information Ssystems Network (DISN) is the Department of Defense long-haul information transfer system. It consists of a number of integrated communications subsystems that may be regionally or functionally based and optimized to the needs of the user.   The information transfer infrastructure is composed of three parts, base level, deployed (tactical), and the longhaul transport systems that connects the bases and deployed units.   Plans for the DISN include the migration to ATM and SONET technologies, and managing bandwidths for greater efficiency and operational effectiveness. The DISN initiative effectively migrates once non-operable separate systems into a unified infrastructure of networks.The Defense Message System (DMS) will be the Department□s seamless, end-to-end global electronic messaging service. DMS will meet all of the Department□s messaging requirements as outlined by the Joint Staff, is consistent with National objectives for interoperable electronic messaging, and is based on international standards. Significant progress has been accomplished on management visibility of the DII budget C3I has worked closely with PA&E to develop a POM format (TAB G) which provides visibility of resources for each major element of the DII.

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##□###1991 Centrally Managed Information Technology Standards Program
established1993 Technical Architecture Framework for Information Management
(TAFIM) developed
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#ÿÿd#########d#########ç###1994 Integrated Computer-Aided Software Engineering
(ICASE) environment acquired1994 Defense Software Reuse strategy implemented and
Defense Software Repository System deployed Automated Document Conversion Master
Plan Developed#

###########l###d#########d#########@###One of the key tenets of CIM is to improve the standardization, quality and consistency of data from DoD's multiple management information systems. To that end, critical Information Technology (IT) initiatives within the Department focus on advancing the state of IT practices by establishing policies, plans, programs, architectures and standards for the DoD computing, communications, and information infrastructure#Key IT initiatives have resulted in significant accomplishments in the areas of standards, data administration/standardization, information systems architecture, integrated software engineering tools, software reuse, and records management. In particular the Technical Architecture for Information management (TAFIM) is rapidly becoming a de-facto standard within the Department and throughout the Government.

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######□###Fifty-nine (59) data centers being consolidated into 16 DoD Megacenters.Migrated workload of 21 legacy sites -- halfway there.Accelerated original schedule by 18 months -- now scheduled to be completed by end of CY 1996. Megacenter consolidation expected to produce net savings in excess of $470 million and eliminate 2,400 positions.Currently, studying strategies for privatizing the Megacenter workload

##########l###d#########d#########ø###Under the auspices of BRAC □93, the Defense Information System Agency begin, in 1993, to consolidate fifty-nine data centers into 16 larger, existing centers referred to as Defense Megacenters (DMCS). To date, the workloads at 21 existing sites have been moved into the DMCS. The workloads of the remaining 22 sites will be moved into the DMCS by the end of CY1996 -- representing an acceleration over the original schedule by 18 months. This consolidation effort is projected to save over $470 million and eliminate 2,400 positions. Concurrent with establishment of the Megacenters, we are studying ways for outsourcing the DMCS□ workload. DISA is conducting a defense computing services strategy study to determine the optimum number of centers needed and to identify options for outsourcing the DMCS□ workload. Scheduled for completion late in CY1995, this study is consistent with the Commission on Roles and Missions of the Armed Forces recommendation regarding outsourcing of data center operations.

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¢###DoD-wide test of smart card technology   as a portable data carrier
Currently being tested by 18,500 troops of the 25th Infantry Division, US Pacific CommandUsed for field medical, hospital, deployment, manifesting, food service applicationsTest being expanded to include all military services and additional applicationsTwo year test began in October 1994. Funding proposed to begin implementation in FY97

###ÿÿ####Tÿl#ÿÿK#########d#########Y###MARC technology is one of the critical enabling technologies we are pursuing to achieve breakthrough reengineering of Departmental processes.The MARC project is a DoD-wide test of of an integrated circuit chip (icc) card or □smart□ card. The MARC test evaluates the concept of providing a Multi-functional, cross-service utility card capable of satisfying multiple requirements for a portable, updatable medium. The MARC is currently being tested by 18,500 men and women of the army□s 25th infantry division in Hawaii. It is being used in the functional areas of field medical, hospital applications, deployment readiness, manifesting and food service. The MARC provides personally carried, updatable information technology which results in improved operational capabilities through functional process improvements. It is designed for both peacetime and wartime applications. The MARC test is being expanded to include all military services and additional functional applications. The MARC is being tested for a two year period and funding has been proposed to begin DoD-wide implementation during FY97.&

###ÿÿ#####ÿ□#ÿÿd#########d#########□###Enterprise Integration Plan Approved Warner-Robbins testbed EstablishedFirst Enterprise Integration/Defense Information Infrastructure test scheduled

###ÿÿ#####ÿ□#ÿÿd#########d#########Î###In the area of Enterprise Integration (EI), an EI plan was approved and distributed by the ASD(C3I) in June, 1994.The foundation of Enterprise Integration is the results of all planning and reengineering activities. Models, simulations, process mappings and data structures, along with security requirements are the elements of this foundation on which integrated, enterprise processes and systems are built.This foundation is used to build large scale enterprise applications which rely heavily on common transport and processing (network) services as well as shared data and technologies. Groups of cross-functional systems can be built which will serve requirements of the military services, the Joint staff and the CINCs.Warner-Robbins Air Force Base has been designated the test site for initial enterprise integration efforts, coordinated by the Defense Information Systems Agency. An initial group of systems has been designated for this integrated approach.

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###ÿÿ#####ÿ□#ÿÿd#########d#########¦###Identifying inefficiencies and developing recommendations have no value unless the improvements are implemented. As Steve Covey, a well known management author, has said, managers sometimes are too busy sawing to take the time to sharpen the saw. These pressures distract managers from giving future improvement the attention they need. Some improvements are supported in general and would serve the general good, but do not have champions to commit the time and resources needed to make them happen. People resist change, especially when the change may threaten their job and personal well being. Our Federal personnel and incentives systems do not support downsizing and program streamlining. For example, a GS15 systems manager who can meet her program needs for half the money and a third of the people may be rewarded by our personnel system with a position downgrade because her budget is smaller and she manages fewer people. We often need to go outside our formal systems to motivate and reward change agents.Implementing improvements requires that we overcome some or all of these barriers for every initiative. We are making progress but it is a continual challenge.

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g#ÿÿ####ÿÿ####Uÿl#ÿÿK#########d#########$###Coordinating multiple improvement programsInvestment funds to support implementation of BPR migration and enabling technologiesSource of funding: Information technology or functional budget?Synchronizing reengineering and migrationOvercoming barriers and resistance to implementing change

###ÿÿ#####ÿ□#ÿÿd#########d#########Ë###Funding improvements is critical. For example, the Defense Investigative Service streamlined their processes and recommended system improvements valued at almost $1 Billion. After more than two years, they are just now getting the funds to make those improvements. At issue are whether this funding should be centralized in a Department-wide IT budget or included in the budgets of the functional managers and services, where they often are deferred for spending on current programs that they would replace.We need to avoid delaying the implementation of 80% solutions with real savings to get to the 95% solution. On the other hand, it does not make sense to automate an inefficient or unneeded business process. Implementing such process institutionalize them. □We do dumb things faster and more often.□ Synchronizing reengineering and migration is one of our most challenging management issues. It ranks with overcoming barriers and resistance to change.
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      ó#ÿÿ####ÿÿ####Uÿl#ÿÿK#########d#########¸###CIM is a Department-wide
initiative that establishes a new breakthrough mindset:Strategic Plans are the
performance foundation Treat Government like a business for improvement purposes
Focus on outcomes targeted at the warfighterQuantify products and servicesTotal
Product/Service life cyclesBenchmark with best practicesLeverage results for
improved performanceBuild simple business case  DepSecDef personal involvement
is critical
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##########ÿ□#ÿÿd#########d##########□###CIM is establishing a new mindset for changing the way work gets done in the Department. It continues to achieve dramatic breakthrough improvements, but championing change and overcoming implementation barriers continues to need the attention of all senior managers in DoD. The Executive Enterprise Integration Board chaired by you is a key mechanism for this purpose.□Sir, your leadership is vital!□

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